

Enterprise Planning

Enterprise Services began the Enterprise Planning process in January 2013 as part of our effort to develop a Lean culture. Using inspiration from management consulting firm Mass Ingenuity's model for agency fundamentals mapping, we designed an approach that begins with program mapping and flows upward to the agency map.

Enterprise Planning is a Lean approach that:

- Sets long-term plans with clear, measurable targets for programs and the agency.
- Links program activities to agency outcomes and helps employees see how their work contributes to agency goals.
- Encourages collaborative problem solving and managing with data.

Program strategy maps are the primary tool that teams use to decide what to track, so that business decisions are data driven.

What is a Strategy Map?

Strategy maps are a single page illustration that displays the processes, process measures, outcomes, and outcome measures that must be monitored for the organizational unit to achieve its purpose. Strategy maps (template pictured below) address two simple questions:

1. What do we do?
2. How do we know we're doing it well?

Washington State Department of Enterprise Services		Program Strategy Map Date:			
Program Purpose:					
Program Hypothesis					
If we do these processes well...	Operating Processes			Supporting Processes	
	Process	Process	Process	Process	Process
...as measured by (with targets of...)	Measure (target)	Measure (target)	Measure (target)	Measure (target)	Measure (target)
then outcomes will be...	Outcome		Outcome		Outcome
...as measured by (with targets of...)	Measure (target)		Measure (target)		Measure (target)

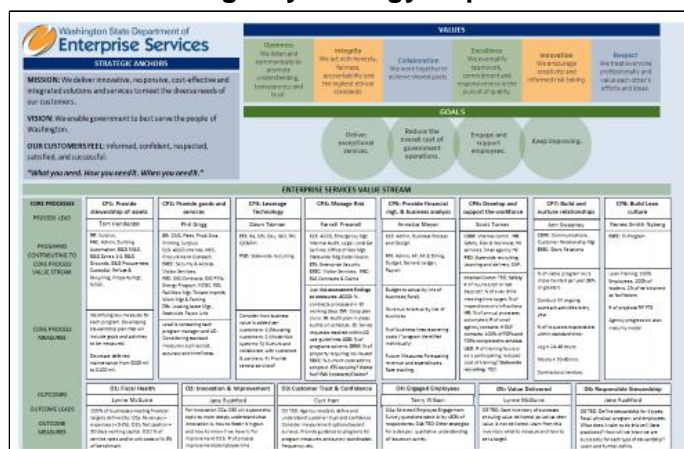
The Enterprise Planning Approach

- To build program strategy maps: managers and teams were introduced to the concept. Enterprise Services' Process Improvement Consultants facilitated teams to create and begin to use their maps. Sixty-two programs created strategy maps in just two months – one for each program area in the agency.
- To build the agency's strategy map: the management team refreshed the five-year strategy goals and created the agency map using information from program maps.
- Leadership development: this piece is an important part of Enterprise Planning. Leaders and managers focus on creating a safe, respectful, supportive workplace. Instead of telling employees how to solve problems, leaders shift to mentoring, teaching and coaching employees to solve problems.
- Communications: It means not only getting consistent, relevant, timely information to employees, customers and partners, but also listening and getting feedback from them. During Enterprise Planning, we tested new ways to communicate. Every employee had many opportunities to ask questions and provide feedback.

Enterprise Services employed a "bottom up" approach to Enterprise Planning. Work units started by building program strategy maps, which served as the foundation for the agency map. This process is illustrated on the right.

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Agency Strategy Map



Program Strategy Maps

